

PROVIDENCE CITY COUNCIL MEETING MINUTES

February 9, 2016 6:00 p.m.

15 South Main, Providence UT

Call to Order: Mayor Calderwood
Roll Call of City Council Members: Mayor Calderwood
Attendance: K Allen, J Baldwin, J Drew, D Giles, R Sneddon
Pledge of Allegiance: Mayor Calderwood

Mayor Calderwood noted the attendance of attorneys Brad Bearnson, Steve Garside, Craig Call (City Attorney), and Todd Anderson of Platinum HR.

Approval of the minutes

Item No. 1. The Providence City Council will consider approval of the minutes of January 23, 2016 City Council meeting.

Motion to approve the minutes of January 23, 2016 with the following corrections: J Drew, second – J Baldwin
Page 8, Line – 10 eliminate go

Vote: Yea: K Allen, J Baldwin, J Drew, D Giles, R Sneddon
Nay: None
Abstained: None
Excused: None

Item No. 2. The Providence City Council will consider approval of the minutes of January 26, 2016 City Council meeting.

Motion to approve the minutes of January 26, 2016 with the following corrections: J Baldwin, R Sneddon
Page 5, Line 34 – ensure, is

Vote: Yea: K Allen, J Baldwin, J Drew, D Giles, R Sneddon
Nay: None
Abstained: None
Excused: None

Public Comments: Citizens may appear before the City Council to express their views on issues within the City's jurisdiction. Comments will be addressed to the Council. Remarks are limited to 3 minutes per person. The total time allotted to public comment is 15 minutes. The City Council may act on an item, if it arose subsequent to the posting of this agenda and the City Council determines that an emergency exists.

- Peggy Giles, said she is surprised there isn't a prayer or inspirational thought at the beginning of the meetings. She has called most cities in the valley and they still continue the practice. She would like Providence to observe this practice.
- J Drew asked who offers prayers at the meetings.
- P Giles said the Mayor usually asks someone or a council member may, just whoever wants to participate.
- K Allen said it is in the rules of conduct to have a prayer.
- Sharell Eames, presented a copy of Title 10 of the Utah State Code, which identifies regulations for a six member council. She finds nothing in these words that give authority or responsibility to the council or mayor to monitor the conduct of city employees. The only time there is jurisdiction over that is if personnel policy is not followed. She read the comments from the Mayor's last paragraph in the city letter that came out in January. She is disappointed that the council chooses to spend its time and her tax money on something they have no jurisdiction over.
- Robert Sykes, represents Tara Bankhead, let the council know he is here if they have questions.
- Public comments closed at 6:17.

Business Items:

Item No. 1. Resolution 008-2016: A resolution amending the Personnel Policy for Providence City by amending interviewing and selection.

Motion to postpone item until next council meeting which will be February 23: R Sneddon, second – J Drew

Vote: Yea: K Allen, J Baldwin, J Drew, D Giles, R Sneddon
Nay: None
Abstained: None

Excused: None

Item No. 2. Discussion: The Providence City Council will discuss the Downtown Street Cross-Sections, including but not limited to: 400 South from 100 East West to 200 West.

- Max Pierce, City Engineer, reviewed the current downtown street cross-section which shows curb, gutter and sidewalk, park strip, etc. The proposed cross-section shows 29 feet of asphalt with concrete shoulders on either side. Still gives a nice road, does not include expense of installing curb, gutter and sidewalk, and will be less expensive to build. The idea was to scale back on improvements in an attempt to save money and still get the road constructed.
- R Sneddon asked if any audience members live on this street. Sharell Eames does. He feels the cost of building the road according to current specs would be inordinate because the curb gutter and sidewalk makes water run off much faster as it is going downhill. This presents a problem of water retention for storm water. He does not feel that is a wise use of money. Therefore, improve the road surface, give it additional width, and stabilize the shoulder by a strip of concrete. This will represent a significant savings of money.
- Mayor said in 2009 the current ordinance made sense, but storm water has become a very serious issue. The City must control storm water. Curb, gutter and sidewalk make sense, but it increases taxpayer cost to control storm water. One drawback is that if the Council changes this, anyone who builds a home on that street, would not be required to do the same things as a new subdivision (curb, gutter, sidewalk and park strip). This is an old street. Financially it makes sense. This will set the precedence for other streets in the down town cross-section.
- J Baldwin commented that the Council discussed this for a couple of years in the Baugh subdivision. Trees were cut down and no curb and gutter were required. This was not the best decision for that subdivision as the road is breaking apart. There is no curb and gutter to maintain the storm water in the Baugh subdivision. He does not feel this is a good direction for this subdivision either. He feels the storm water issue can be mitigated with the current design. He feels sidewalks are important, especially for people in wheelchairs. It is time to decide if we are going to be a City with sidewalks or without sidewalks. What we require of developers, we should require of ourselves. It is not good if the City follows one set of rules, while developers have to follow a separate set of rules. There needs to be a comprehensive standard.
- K Allen said Canyon Road was a successful design. It meets the needs for that neighborhood and that area. He feels the downtown cross-section does the same thing. It might be difficult to disagree with J Baldwin's argument, especially with future developers, but the City needs to do the correct thing for this particular area of town. 400 South's issue will be water. Also, curb, gutter and sidewalk would create parking issues for the cabinet shop that sits on that street.
- J Baldwin said it is not the City's responsibility to provide parking for the cabinet shop.
- M Pierce said the current standard allows enough room to park on the side of the road. He isn't sure how many parking stalls the cabinet shop would need, but street parking would be available.
- D Giles asked how wide the concrete on the side of the street would be.
- M Pierce said it is 8 inches wide and 12 inches deep.
- D Giles asked if 12 inches will push in frost heaves.
- M Pierce said this detail will have rebar and it should withstand the frost heaves.
- J Drew said maintaining the look and feel of the neighborhood on 400 South and keeping it as is was discussed. But how does the City address 300 South? Certainly whatever approach we take on 400 South should be considered for 300 South. Providence residents feel neighborhoods in Providence are different and distinct. Sidewalk, curb and gutter will significantly change 400 South, and he is encouraged by the savings.
- R Sneddon feels this design will fit with the neighborhood and maintain the character of the neighborhood while doing the best to stabilize the street. The proposed cross-section would fit in many neighborhoods in Providence.
- J Baldwin suggested having a selection of three different profiles for developers to choose from. He feels there needs to be leeway for what is mandated.
- Mayor asked J Baldwin if he feels the downtown street cross-section is in conflict with what will be required of new developers.
- J Baldwin said the City should consider public safety. The City could be liable if there is an accident with someone in a wheelchair on a street that has no sidewalk, curb and gutter. The City should err on the side

of safety.

- M Pierce said there is a large part of the downtown that does have curb, gutter and sidewalk. The character of downtown Providence could be maintained if 400 South has curb, gutter and sidewalk. The current standard requires 39 feet of asphalt, curb and gutter, and a sidewalk and park strip that varies. Maybe the sidewalk/park strip varies according to trees, irrigation systems, etc. It could be possible to use the current standard as is; and build in phases. First phase could be asphalt, curb and gutter. Then as more money comes in, add sidewalk, etc.
- J Baldwin said if we do that as a City, the same offer needs to be made to developers.
- M Pierce said he does not feel that would work with subdivisions. The developer is going to go in and make some improvements; then sell the lots and people start moving in. Then when he has more money he would have to go in and tear up the neighborhood again to install sidewalks, park strip, etc.
- C Call said there is nothing wrong with that, but the only way to put improvements in after the development is to assess homeowners, which is not going to make them happy. The City would be more reliable to make sure the upgrades are finished with less issue to homeowners. On the other hand, you could either require the improvements be put in, or bond for them.
- J Baldwin said what if developers want to put in new developments that look historical, with no curb, gutter or sidewalk. As a developer he feels he should have the leeway for that option. He feels the City needs to be fair.
- M Pierce said that rather than phase as noted earlier, you could do one block at a time.
- K Allen asked how much more it cost to add curb and gutter.
- M Pierce said the cost for curb and gutter would be similar to the concrete shoulder.
- Mayor asked how storm water would be controlled with curb and gutter. That is the concern with 400 South. There has to be some way to contain it.
- J Baldwin asked what the slope of that street is. He feels run off would wash out the shoulder.
- M Pierce said water is coming down that slope and washing out the road now. He feels there will still be wash behind the concrete shoulder with the proposed design.
- Mayor asked what would happen if the street was done with curb and gutter and then storm water became an issue. How would it be resolved? The budget is around \$700,000 and the plan from last Council was to do 300 East and Fuhrman Drive also. Money will still need to be found to improve the street with the current downtown street cross-section. If the City increases the asphalt (width), we will be legally required to do improvements.
- J Drew asked about storm water mitigation allowances.
- M Pierce said whatever we add in impervious surface, the water needs to be dealt with using sumps or swales, but the historical amount of run off will be allowed to run where it has always run.
- S Eames said there has been some concern expressed about the steep incline and storm water, even with curb and gutter. Trees will be removed, even without a sidewalk.
- Mayor asked if the measurements interfered with the trees on the corner.
- M Pierce said trees and quite a bit of landscaping will be impacted.
- R Eames said 100 East to Main Street is the part that will be problematic for run off, It is really steep, but there is a canal that can take the water.
- Mayor said the City is restricted by law on how much storm water they can put in the canal.
- Mayor suggested Council members look at the ordinance and be prepared for a vote in the next Council meeting.
- K Allen asked if there will be consideration for the intersection at 400 South and 100 East.
- M Pierce said design details have not yet been addressed, but the 39 feet of asphalt, curb and gutter matched pretty well with the current oil that is there.
- S Eames said the trees on 100 East belong to the City, and they are a big problem.
- Dee Barnes asked if the City had a storm water plan in place with the new proposal.
- M Pierce said the new cross section will catch water in sumps and swales.

Item No. 3. Discussion: A the Administrative Review Committee appointed by the Council in December 30, 2015 will present a response to the organizational review study prepared by Platinum HR last year. Ralph Call, John Drew, John Russell and Mr. Steve Garside presented the review.

- K Allen strongly objected to the fact that the Council had not been given the report to review prior to the

1 public getting the oral report.

- 2 • Mayor commented that Todd Anderson, who did the original 360 report, is in the audience.
- 3 • J Drew described the report to the audience members. Mr. Garside, assistant city attorney for Layton, was
- 4 asked to assist the review committee given his knowledge of the state code.
- 5 • Mayor commented that as names are mentioned in the report, it should be covered in Executive Session.
- 6 • J Russell said executive session will deal with competency. This report does not deal with competency
- 7 even though names are mentioned. This report deals with the 360 report that was done earlier.
- 8 • J Drew continued his review of the report. He commented that in conducting the review, the committee
- 9 made an effort to take the high road. His hope is that the committee's recommendations will be an effort
- 10 to help the City heal. At the beginning of these issues, three staff members resigned. The Council had
- 11 questions, and they were told the resignations were a surprise. The mayor told the Council everything was
- 12 done according to code.
- 13 • K Allen again protested the public review of this report.
- 14 • C Call said if someone wants to make a motion to go into executive session, it will require a majority vote.

15 **Motion to go into executive session: K Allen, no second. Motion died for lack of a second.**

- 16 • J Drew said there is no question about the fact that there is dysfunction between the Mayor and the City
- 17 Council.
- 18 • J Drew continued. As the governing body of the City, the Council has an obligation to oversee the City and
- 19 its sound health, so there was a concern. The decision to hire a consultant was a unanimous vote. J Drew
- 20 was asked to head this project. Todd Anderson was asked to do the reviews. J Drew reviewed the history
- 21 of Todd Anderson being hired and his 360 review process. J Drew reported that the Council was told they
- 22 would get a copy of the review and they did not get that report. The report was given to the Mayor, but
- 23 not members of the Council. The Mayor gave a copy of the report to each Council member. Within a few
- 24 hours there were concerns about the report so a special Council meeting was held on December 30. Each
- 25 Council member felt the 360 review was lacking. There was a unanimous vote to form the three member
- 26 committee at the December 30th meeting. Mr. Garside was invaluable to the committee in helping with
- 27 the review process and his expertise in how other cities' governments are organized. Open meeting act
- 28 was addressed. Committee was not required to hold open meetings, as they were only and advisory
- 29 committee to the City Council. Overall, 32 people were interviewed, also six current city managers from
- 30 other cities. Some city employees declined to be interviewed. City organization and structure was
- 31 addressed. Consultants from other cities felt Providence was appropriately structured. Ivins and Richfield
- 32 cities (populations similar to Providence) were contacted. They commented the City Manager reports to
- 33 the Council, not the Mayor. Providence is organized under Title 10, Utah state code, as are Ivins and
- 34 Richfield. Providence operates under the default setting of state code. Providence is a mayor-run City
- 35 where the Mayor functions similar to City Manager in other cities. Mayor serves as CEO. Nepotism, sexual
- 36 harassment or hostile workplace policy was readily adopted, as per Mr. Anderson's recommendation.
- 37 However, just because something is not in the personnel manual, does not mean state code does not
- 38 apply.
- 39 • J Drew reviewed the 360 report that was provided by Todd Anderson.
- 40 ○ Public Works Department had no issues with lack of resources. The team is well trained and they
- 41 work well together. Employees do not feel left out. They did not indicate they were short-
- 42 handed.
- 43 ○ Evaluation of the Justice Court Clerk and City Treasurer: Only two people evaluated B Munson
- 44 and they were crossing guards. This is not a comprehensive evaluation as supervising crossing
- 45 guards is a very small portion of her job.
- 46 ○ City Administrator: Consultant's report stated that having the City Administrator report to the
- 47 Mayor is consistent with other cities. This is not consistent with other cities. Ivins and Richfield
- 48 do not have a City Administrator reporting to the Mayor, nor do any of the employees of these
- 49 cities report to their Mayor. S Bankhead has no peers; therefore, the Council had concerns that
- 50 this was a valid 360 review. The Council was told other department heads would be interviewed
- 51 to evaluate her performance. There were several concerns about the review of the City
- 52 Administrator.
- 53 ○ Mayor's evaluation: This was in incomplete review. One Council member's interview was cut
- 54 short and Council members' comments were not included. It is felt there is a dysfunction

1 between the Mayor and the Council.

- 2 • J Drew reviewed the observations, conclusions and recommendations of the review committee. Please
- 3 see attached review committee report.
- 4 • R Sneddon complimented the committee on their report. He felt it would help the City move forward in a
- 5 positive direction.
- 6 • K Allen thanked the committee for their report, but he felt some people should have an opportunity to
- 7 rebut. He feels this is just a campaign for a City Manager, to get rid of our current form of government. At
- 8 one point the City of Providence had a City manager and it did not work well. He feels parts of the report
- 9 are subjective and not factual.
- 10 • Mayor asked Craig Call if the City had followed all legal recommendations regarding resignations, etc.
- 11 • C Call said he does not know of an incident when his advice was not taken.
- 12 • R Sneddon said he saw a different side as he read the report. He saw a lack of either knowledge or
- 13 willingness to constrain that which the Mayor or various department heads within the City should or
- 14 should not do. A council of several heads will almost always be preferable to decisions made by one or
- 15 two.
- 16 • Mayor commented on personnel privacy. He asked C Call if, barring pending litigation, the Council is
- 17 restricted on what can be said.
- 18 • C Call said the six member form of government has a default where that form of government can be used
- 19 in cities that only have one or two employees or it can be used in very large cities. Most large cities use a
- 20 different form of government where they have an executive branch. It is up to discretion of the council,
- 21 the six members together hold all administrative functions and can delegate as they see fit. It can be
- 22 changed by a super majority of the Council.
- 23 • J Drew asked if J Russell, R Call and Mr. Garside wanted to comment.
- 24 • R Russell said the previous Council approved the committee to help the new Council transition. The
- 25 Council is a recommending body. Nothing in the report will go into effect unless the sitting Council votes
- 26 for the changes. The reality is this is an opportunity to see how things can be done better. Some things are
- 27 working well in the City, but there is room for improvement. Things can be done differently and better.
- 28 The review committee was tasked with coming up with recommendations. We did that, we feel good
- 29 about it. We had significant concerns with the 360 review conducted by Mr. Anderson.
- 30 • R Call said a lot of people were interviewed. It was a fairly unpleasant task. He objects to being
- 31 characterized as being biased or dishonest. The committee tried to be as objective as they could be and
- 32 come up with the best recommendations for the City. The committee feels it is time for a more
- 33 collaborative effort between the Mayor and the Council.
- 34 • J Drew said the committee looked at other cities to see how they operated. This is a recommendation for
- 35 best practices.
- 36 • Mr. Garside assured the Council that the committee operated from the intent of making better
- 37 recommendations for the City of Providence. People want government to be more efficient, run more like
- 38 a business. The City needs an organization that has more consistency and leadership that isn't dependent
- 39 upon whether or not that person (Mayor) has time to manage the day-to-day operations of the City. City
- 40 ought to look into that at that form of government.
- 41 • Darcy Rees asked which governing body investigates charges of nepotism and sexual harassment. Who
- 42 looks into these allegations? Who acts upon these allegations if they are true?
- 43 • C Call said under state law anyone injured by nepotism or sexual harassment has an opportunity to appeal
- 44 to the local government structure, the courts in general, the Attorney General or to others that might
- 45 enforce that. Personnel policy provides a system for complaints and there is an appeal process. Within the
- 46 City it is a complaint basis. This is not what chief of police or the sheriff looks into. With a council form of
- 47 government, the Council holds that responsibility and can address the concern(s) as a group. Council has
- 48 all administrative functions and can get involved if they choose to.
- 49 • D Rees asked who a citizen would approach if they had a complaint that state code was being violated and
- 50 it was interfering with the service they were getting from the City.
- 51 • C Call said they could complain to the City, complain to elected representatives, or make their desires
- 52 known at the ballot box.

53 **Staff Reports:** Items presented by Providence City Staff will be presented as information only.

- 54 • No staff reports.

1 **Council Reports:** Items presented by the City Council members will be presented as informational only; no formal
2 action will be taken. The City Council may act on an item, if it arose subsequent to the posting of this agenda and
3 the City Council determines that an emergency exists.

- 4 • No Council reports.

5 **Motion to enter executive session: J Baldwin, second – D Giles**

6 **Vote: Yea:** K Allen, J Baldwin, J Drew, D Giles, R Sneddon

7 **Nay:** None

8 **Abstained:** None

9 **Excused:** None

10 **Executive Session Notice:**

11 The Providence City Council may enter into a closed session to discuss pending or reasonably imminent litigation as
12 allowed by Utah Code 52-4-205(1)(c).

13 The Providence City Council may enter into a closed session to discuss professional competence or other factors
14 allowed by Utah Code 52-4-205(1)(a), including but not limited to the findings of the Administrative Review
15 Committee authorized by resolution of the City Council December 30, 2015. There will be no public discussion of
16 this item.

17 The Providence City Council may enter into a closed session to discuss land acquisition or the sale of real property
18 Utah Code 52-4-205(1) (d) and (e).

19 **Motion to close: J Drew, second – R Sneddon**

20 **Vote: Yea:** K Allen, J Baldwin, J Drew, D Giles, R Sneddon

21 **Nay:** None

22 **Abstained:** None

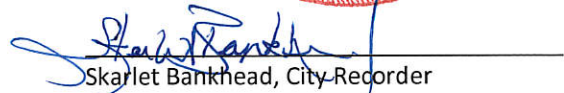
23 **Excused:** None

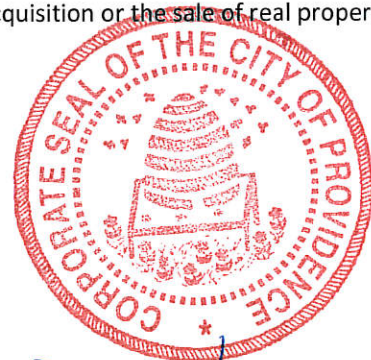
24 Meeting adjourned at 8:15 pm.

25 Minutes recorded and prepared by C Craven.

26
27 

28 Don W. Calderwood, Mayor

29 
30 Skarlet Bankhead, City Recorder



City Council Meeting

February 9, 2016

Please Sign In

Name

City of Residence

Darryl Rees
Peggy Giles
Kevin Opsahl
Mitch Henline
Kristina Ede
Sharell Eames
DAD TURLEZ
Richard Eames
Ralph Cull
Laura Fisher
Neil Rayo Spive
George Hill

Providence
Providence
Herald Journal
Logan
Providence
Providence
PROVIDENCE
Providence
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" "

Providence City, Utah

Report to Municipal Council

by the

Administrative Review Committee

Tuesday, February 9, 2016

John Drew, Committee Chair – Current Council

Ralph Call, Committee Member – Past Council

John Russell, Committee Member – Past Council

Steve Garside, Committee Legal Counsel – Assistant City Attorney, Layton

Introduction

This committee believes as do other Providence residents that recent events that have been the subject of newspaper articles and discussion throughout Cache Valley are not merely isolated incidents. We believe that the controversy that has made Providence the talk of the Valley for many years is an indication of a broader more fundamental problem. To put this in terms of a prominent and highly respected long time resident of Providence, "All of this dampens any enthusiasm of citizens to participate in City government."

Accordingly, we see this as less of an effort to find fault, and more of an exercise in looking at a bigger picture. However, this committee has found instances where there was poor judgment amidst continuing conflict. Sensitive issues of a personal nature will not be discussed in this report, but will be addressed in a closed executive session. How this is addressed will be up to the city council.

This report is in five parts. The first covers the events leading up to the formation of the committee and a description of its work. The second is a critique of a report by a consultant hired by the City Council. The third is our overall conclusions, observations and recommendations. The committee biographies are in the fourth section. For reference, a report prepared by a human resources consultant is in the last section.

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Background – Chronology – Narrative of Events

At the October 13, 2015 meeting of the Providence Municipal Council, council members questioned the mayor about recent employee resignations. The City, which employs 16 people, had three people resign in two weeks. The council expressed its concerns to the mayor about losing three people in such a short period as this was a significant event. Council members wanted to know, “What is going on?”

The resignations were, “just out of the blue” we were told, and that all of this was a surprise, that, no one saw this coming including the mayor and city administrator.” And then the mayor further commented that, “We did everything right, we got opinions from three attorneys.”

Council members had heard from members of the community about the resignations. The mayor told the council they were just rumors, and not to make any decisions based on what are just “rumors.”

Council Votes to Investigate and Perform a Search for a HR Professional

At that council meeting, a unanimous decision was made to hire a consultant to perform an organizational review over the objections of the mayor. The council had agreed that an “independent, objective review” of the City’s organizational structure, supervisory capabilities, and personnel policies was necessary. The reason council members stated was that there was a concern that there were organizational problems with the city; in other words, about sound government and sound judgement. As the governing body of the City, the municipal council was looking for answers.

The irony of the situation was that the council had to seek outside assistance to get answers to questions and concerns that the mayor refused to address.

Search for an Human Resources Consultant

The council appointed John Drew the task of searching for a suitable human resources professional who was qualified to conduct an organizational review. Initial inquiries were made to Utah State University for referrals. We received a reply that no recommendations could be made.

The Utah League of Cities and Towns was contacted and two candidates recommended. One had to decline because of year-end work demands. Another candidate was exceptionally well qualified and was the council’s choice. Unfortunately, she decided to at the last minute to decline the offer to be interviewed by the council. A third and only candidate available at the time was Todd Anderson who had done some advisory work for Providence City in the past. He had specifically asked to be considered.

At the November 17 council meeting, Todd Anderson was in attendance and recommended to the council that he conduct a "360 degree" review of the City's supervisors as part of an overall organizational review. A 360 degree review is an evaluation tool in which a person in a supervisory position is evaluated by other employees. These employees form a "360 circle" which includes an individual's supervisors, peers and subordinates.

Todd Anderson was questioned by council members as to why a he thought a 360 degree review would be appropriate. The consultant stated that the survey would uncover any issues about a supervisor's capabilities and skills from all perspectives. Another question of the consultant was who would be considered "peers" of supervisors in a small city such as ours. The example was, "who would be considered a peer of the City Administrator?" The consultant answered that, other department heads would be considered and assured the council this would enable him to get to the bottom of any "issues."

See further discussion of the 360 degree methodology and the committee's comments on the appropriateness of this review approach and the results, or lack thereof.

Council Approves Hiring a Human Resources Consultant

At the December 8th council meeting, the contract with Todd Anderson was approved, again over the objections of the mayor. John Drew was asked by the council to be the contact person between Todd Anderson and the council and oversee the engagement.

Todd Anderson was at City offices the week of December 14th for three days of interviews, most of which took place at the Old Rock Church. While being interviewed, Todd Anderson told Ralph Call, John Drew and John Russell that he saw his task as, "Helping the mayor do his job better." As this was not the specific intent of the council hiring Todd Anderson, each of these council members protested his characterization of the task.

The council had been promised a draft of a report by Friday, December 18th, but none was forthcoming.

John Drew placed a call to Todd Anderson that Friday and left a message which was not returned. On Tuesday an email was sent to Todd Anderson inquiring about the status of his report. Todd Anderson's reply was that he had sent the report directly to the mayor the previous Friday. A polite letter was sent to the mayor requesting the council members be provided a copy of the consultant's report. The following day, Wednesday the 23rd, a copy of a report marked "Draft" along with a number of other attachments was forwarded by the mayor to council members.

Council Members Reaction to the Report

A special council meeting was requested by three council members and was held on Wednesday, December 30th. At that meeting, the council members rejected the consultant's report. Some of the council comments were:

"Superficial, not in depth"

"A true 360 degree review goes into far more depth than this."

"It's not possible that the consultant could have known these things to comment on them."

Unfortunately, the consultant who did the review decided to chose sides rather than be objective and independent"

"An embarrassing waste of taxpayer money"

This report was hijacked by the mayor"

"My students at USU write a better report than this."

The purpose of this special council meeting was to vote to form a committee to evaluate the report, to provide a transition to the new council with continuity from the old council, and take on the task that the consultant was asked to do but, in the unanimous opinion of the council, did not accomplish. Over the objections of the mayor, the council unanimously voted for a resolution to form a committee consisting of John Drew, Ralph Call and John Russell to review and comment on the consultant's report and perform additional interviews to gather information. The resolution to form the committee also stated that the committee would issue a report at the February 9, 2016 council meeting.

Administrative Review Committee

The Administrative Review Committee began its work with the first order of business being to act on the City Attorney's recommendation and ask the incoming council's approval to hire an attorney to advise the committee. At the January 12th council meeting, the committee received approval to engage Steve Garside, Layton Assistant City Attorney who had been recommended by Craig Call, Providence City Attorney. Mr. Garside's resume includes 30 plus years of experience in municipal law in Utah as well as advising numerous Utah cities on legal issues and leading high profile investigations (see biography attached).

One of the first orders of business was to address the issue of the Utah Open Meetings Act; whether the committee had to conduct formal meetings with public notice. Mr. Garside, citing the Utah State Code, took the position that the committee was not subject to the open meeting rules. Craig Call, the City Attorney, acquiesced in that opinion. At issue was whether the committee had any authority to make any decisions for the City. Clearly, the resolution creating the committee did not provide that authority, and thus there was no requirement for public meetings.

What followed were interviews of City employees, past employees, past mayors, officials from other cities, meetings with the committee attorney, and research of state code, city ordinances and ordinances of sister cities. Overall, there were 32 people interviewed including 10 City employees one of whom came with an attorney, 3 previous mayors, 7 former employees, 2 former council members 4 current council members and 6 current city managers from other cities. All current City employees were invited, and none were compelled to be interviewed. Four employees from the City declined to be interviewed.

Critique of Consultant's Report

A copy of the consultant's report follows in the appendix to this report.

Without getting into personnel competency or performance issues, the committee wants to provide specific examples of the inadequacy of the consultant's report:

Assignment #1 – *Analyze the structure of the City to determine if the reporting structure and job functions are efficient and consistent with other similar sized cities.*

Conclusion, Todd Anderson – *"There were 4 other similar sized cities I examined. Unfortunately each city is run so differently and has different budgets and responsibilities that it was difficult to determine a 'best' practice. In my opinion and based on 30 years of experience looking at and working for various organizations, the City of Providence has managed to find a structure that, with a few exceptions, runs efficiently."*

Review Committee Comments

Todd Anderson's report was accompanied by electronic files labeled "Ivins, "Richfield City" "Roosevelt City" and "Salem City." Each file was a single page organization chart. We assume these were the basis for his review and conclusions on the City's organizational structure.

- The Salem organization chart was titled "Salem, Oregon" which has a population of 158,000.
- The file labeled "Roosevelt City" once opened says "GOED Organizational Chart" and possibly another client of Todd Anderson's, but clearly not that of city government.
- Ivins (pop. 7200) and Richfield City (pop. 7500) organization charts referenced a City Manager with all departments reporting to this position. We contacted city managers at both Ivins and Richfield by phone. Both informed us that the position of city manager reports to the council, and the position is responsible for all operations of those cities. The mayor serves as a member of the council functions as its chair and works closely with the community.

Providence City is organized under the Utah State Code Title 10, Chapter 3b Part 3 "Six-Member Council Form of Municipal Government." The Utah cities of Ivins and Richfield are as well.

- Providence operates in what Utah League of Cities and Towns attorney David Church terms, "a default setting." The councils of Ivins and Richfield have elected to change from this default setting to an organizational structure whereby city operations

function under a city manager reporting to the council rather than the default setting of a mayor-run city. In these cities the mayor does not run the city. By City ordinance that refers to the State Code, the Providence City mayor is assigned to function in a similar manner to a city manager in other cities.

- Clearly, Providence City does not operate with the same organizational structure as the examples Todd Anderson furnished. This should have necessitated a different conclusion and recommendation from the consultant. At least it should have prompted a recommendation that Providence council investigate this “city manager” organizational arrangement adopted by other Utah cities.

We discuss the city manager issue further under “Observations, Recommendations and Conclusions.”

Assignment #2 – Review the City’s Handbook and make recommendations.

Review Committee Comments

The review committee concurs with the consultant’s suggested changes to the City’s Personnel Policy relating to nepotism, romantic relationships and employee appeals which were accepted by resolution of the City Council this December. Much of the added verbiage mirrors State Code. We do note that the Utah State Code has prohibited nepotism in Utah government long prior to this change to the City’s policy. Unfortunately, the issue of nepotism related to Providence City government has come up for many years without resolution except to change the boxes on an organization chart. This is a form over substance issue and has been a sore point for many Providence citizens.

Assignment #3 – Conduct a 360 degree survey with supervisors as subjects.

The council had asked for specifically an, “independent, objective review” of the City’s organizational structure, supervisory capabilities, and personnel policies. The consultant recommended he conduct a “360 degree” review of the City’s supervisors. A 360 degree review is an evaluation tool in which a person in a supervisory position is evaluated by other employees. These employees form a “360 circle” which includes four quadrants including an individual’s supervisor, peers and subordinates.

Review Committee Comments

We noted that there were individual evaluations where a supervisor was scored at 135 or within a few points out of a possible 136 points (99.3%). We asked the consultant about his experience with such a high score; was this normal or abnormal, and does it tell you anything about the survey process? The answer the committee received was, “It is what it is.” Knowing all human beings are imperfect, we are skeptical.

Public Works Director, Rob Stapley

The 360 questionnaire prepared for Rob was probably the only evaluation that was a true 360 review that included all four quadrants; supervisor, subordinates and peers that would make such a review complete. All interviewees were complimentary of Rob's abilities and team effort having worked with Rob as a peer and under his direction. However, not all agreed he had the managerial capabilities to be Public Works Director.

Resources

Mysteriously, the consultant included a section in his report for comments on whether departments were "resourced properly." This was not included in what the council asked for, nor was this in the consultant's written proposal. Thus, having the "resource" issue commented on by the consultant, the committee members decided to ask every employee interviewed about resources, staffing, and training.

Other than an opening in public works due to the Public Works Director (PWD) leaving and one employee moving up to be acting PWD, **none** of the public works employees said they were short handed. To the contrary, the public works staff said they all pitched in to help each other and it worked well. We as a committee were impressed with the spirit of teamwork. The committee believes that despite Randy Eck's shortcomings, he did assemble and train a hard working, motivated public works staff.

Considering that Todd Anderson spent a relatively short period of time with each employee, it is difficult to understand how he could draw any objective, independent "resource" conclusions without taking the time to fully analyze each task. This leaves the committee to speculate where these comments came from and who prompted the consultant to include this in his report.

Room for Improvement

The consultant's report stated that employees felt "left out" and would like to see the mayor and city administrator more. We asked each public works employee if they thought this would be helpful. None of the employees answered affirmatively, most saying they know their jobs quite well and have the assistance of their coworkers. Additional comments we received from employees and all others interviewed: When asked where they believe the problems are in City government, none of them agreed it was with the council, although some blamed inaction by the council.

Treasurer and Court Clerk, Beth Munson

The 360 degree review of Beth Munson involved two crossing guards. Neither of her supervisors, the City Administrator or the Justice Court judge were included, nor were there any "peers" included. As crossing guard supervision is less than 5 percent of her job, this would hardly be considered even a marginal 360 degree review.

City Administrator, Skarlet Bankhead

Conclusion, Todd Anderson *"The City Administrator is the right hand to the Mayor, so there is no other way for this position to report other than directly to the Mayor. This is also consistent with other Cities."*

This not consistent with all other cities, particularly those listed in his report. The two cities, Ivins and Richfield, that the consultant included with his report did not have a city administrator reporting to a mayor. These cities employ a city manager that serves at the pleasure of, and reports to, the city council. The mayors are a member of and chair their respective councils, and do not have city employees reporting to them.

The question was asked by email of the consultant, as we were not able to determine who he considered peers of Skarlet Bankhead in order to conduct a complete 360 review. The reply was, "under the current city structure, Skarlet has no peers." This is in conflict with his response to council members at the November 17th council meeting. When a concern was expressed about conducting a valid 360 review that included peers of the city administrator, the consultant had replied, "other department heads."

Mayor, Don Calderwood

The 360 review of the mayor was incomplete. We do know that one council member's interview and corresponding evaluation of the mayor was interrupted and was incomplete. Council members' comments were not included. The consultant said he selectively decided which comments to include on the evaluation sheets.

In a follow-up email to the consultant, a reply to our question about comments not included in his 360 survey summary for the mayor he stated that he assumed the report would become public record, thus he chose not to include the comments.

In the consultant's report he stated,

"The Mayor is comfortable expressing his opinions, and he seems open to the opinions of others. As Mayor, his job is to express his opinion, listen to the opinions of citizens and Council members, then put the motion to a vote and act on the Council's decision."

The committee disagrees that this is always the case. The mayor seems open to the opinions of others if a council member agrees with him. Past and present council members have voiced concern about being shut out by the mayor when taking a different position than the mayor.

To many citizens, it is clear that there has been a dysfunctional relationship between the council and the mayor. There are recent examples:

- After Randy Eck resigned, the council agreed to appoint a current public works employee as the interim public works director. At the January 12th council meeting, the mayor had an agenda item to approve a current employee as public works director. Several council members expressed their dismay at the mayor for not

having the council be a part of the discussion involving filling such a key position in the City. The mayor and City Administrator told the council, "We did everything by the book."

- In June of last year, the council was split on the purchase of a new office building which would have been the single largest purchase ever made by Providence City. The mayor scheduled the council vote when the one "swing vote" could not be present to cast the deciding vote, so the mayor voted to break the tie, 3 - 2. The purchase agreement for the property had been handed to council members two minutes before the beginning of the council meeting; so not one of the council members had the time to read it before voting on it. The item was last on the agenda so the vote took place after 9:00PM, long after members of the public who opposed the purchase had left.
- There were repeated requests by council members (3) to delay the vote including by the member of the council who was the "swing vote" who called on the day the final vote was scheduled. The mayor refused to reschedule.

The council members opposed to the purchase believed that this was an extraordinary event and best judgment would be to solicit broad public input before moving ahead with a council vote. Whether you agree or not with the building purchase by the City, what is at issue is how the council's advice and consent was ignored. But the mayor will tell you it was done, "By the book."

Who would call this a collaborative effort?

Observations - Conclusions – Recommendations

Utah State Code 10-3b-301. Municipal government powers vested in a six-member council.

The powers of municipal government in a municipality operating under the six-member council form of government are vested in a council consisting of six members, one of which is a mayor.

Organizational Structure - Observations

The City of Providence operates under the six-member form of government as outlined in the Utah State Code Title 10 Chapter 3b, Part 3. The Providence City ordinances make reference to this section of the State Code in defining the role of the mayor and council. As stated in this section of the Code, the mayor is the chief executive officer to whom all employees of the municipality report. David Church, General Counsel for Utah League of Cities and Towns (ULCT), describes this as the “default setting” as outlined in the State Code. He further states that the Code allows for much flexibility to allow local municipal councils to organize city government to best suit local needs.

David Church adds that many Utah cities organized under this section of the Code have adopted an organization with a city manager hired by and reporting to the council, known as, “City Manager by Ordinance.” The cities of Ivins and Richfield have done so.

As stated by the consultant in his report, *“The City Administrator is the right hand to the Mayor, so there is no other way for this position to report other than directly to the Mayor. This is also consistent with other Cities.”* This is not consistent with the other cities the consultant used.

The city managers in both Ivins, Dale Coulam and Richfield, Matt Creamer were contacted by phone directly and confirmed that they are hired by, and report to their city council, and that the mayor serves as chairman of the council. This was also reflected in their city ordinances. They also confirmed that all city personnel report to the city manager, and they are responsible for all city operations.

The Next Logical Step

Further, the committee extended this review to other cities of similar size to Providence; and chose local cities, Hyrum (pop. 7800), Nibley (pop. 6500), North Logan (pop. 9000), Smithfield (pop. 10,500). These Cache Valley cities were contacted and it was confirmed that at some point, each had elected to create the position of city manager, hired by and reporting to the city council. The city managers were contacted directly; Ron Salvesen in Hyrum, David Zook in Nibley, Jeff Jorgensen in North Logan, and Craig Giles in Smithfield. It was further confirmed that each of these city managers had all city personnel reporting to them, are responsible for all city operations and work closely with the mayor who chairs the council and, who has no city employees reporting to them.

Conclusions

Providence City government organizational structure is NOT consistent with the 6 cities surveyed. At some point, each of these cities saw it fit to change their organizational structure from the “default setting” template in the Utah State Code. We believe further review would determine that many other Utah cities have done the same.

When we look at Providence City, effectively the mayor is, by ordinance assigned by the council to act as a city manager. However, this is problematic for a number of reasons. First, after the citizens of Providence have elected a mayor, that person may or may not have the time or inclination to do so. Furthermore, the newly elected mayor has not been given the authority to assign or delegate his responsibility to the city administrator. It would have to be by ordinance, thus requiring the mayor to seek council agreement, which has never happened.

When we look at past Providence mayors, most of them have had other responsibilities dictated by another job or jobs that frequently took them out of town for extended periods of time. So how does this work out for Providence? Does it depend on what he decides to do the first day on the job? Councils of other cities seem to have solved this problem by hiring a professional manager to run their city.

Recommendations

We believe that it would be best for the Providence Council to adopt a city organization structure similar to that of other sister cities discussed above. We recommend hiring a professional city manager with strong technical skills. We noted that in other cities, the city manager often has a dual role and is also the city engineer, or city attorney, or public works director.

Discussion

Quoting the current Utah League of Cities and Towns handbook for Utah Municipal Officials:

“... the law allows cities and towns to delegate, by ordinance, some or all of the mayor’s executive powers to managers and administrators.”

To use a pertinent example, the following is from the Nibley City ordinances, 1-5A-1, Manager by Ordinance Form of Government:

The city manager shall serve at the pleasure of the governing body. Except as otherwise provided and/or subject to the provisions of contract, any person serving as manager of the municipality under this article may be removed with or without cause by a majority vote of the governing body. (that is, Nibley city council)

All of the 6 city managers we contacted, “Serve at the pleasure of the city council” and may be removed by a majority vote of the council to include the mayor. This has a tendency to

motivate a city manager to work closely with the council as an effective communicator and collaborator.

Benefits

The committee believes a city manager municipal organization:

- Helps insulate City employees from political pressure
- Aligns our city with others of similar size; our city has grown in population; mayors running Utah cities are more common in cities half the size of Providence or smaller.
- Has consistent and stable management that transcends changes in council membership and the mayor
- The mayor and council are on the same plane and more likely to act in a collaborative effort in governing the city
- The mayor is freed to spend time working with the community and devote more time to promote the city
- Our sister cities who have adopted this do not seem to have a reputation for controversy as does Providence

The committee believes it would be hard for the current council not to take a serious look at a change to “city manager by ordinance” given this is the organizational structure sister cities have adopted.

Room for Improvement

Office - There is a definite need for cross training; too many tasks are known by one person only.

Public Works - We interviewed former Mayor Leichty and discussed public works. He said there is a lot of down time during the winter, and there were not enough tasks to keep the staff busy. He said he had asked the prior public works director to develop a plan to tackle projects that could be accomplished during this time. Apparently, this did not materialize to his satisfaction.

Nepotism

The issue of nepotism frequently comes up. The Utah State Code has strict prohibition against nepotism under Title 52, Chapter 3, Section 1. Only recently, at the suggestion of the consultant did the City council adopt a resolution prohibiting nepotism to be added to the Personnel Policy and referencing this section of the Code. Whether the City addressed the issue of nepotism or not in its personnel policy, nepotism has been prohibited by State Code for many decades.

Although there have been attempts to shift the boxes on an organization chart to deflect any claim of nepotism, this is window dressing and does not fix the problem.

There is also a perception problem. Many citizens of Providence see this as a sore point.

To Members of the City Council

When we hear from people who ask, “what is going on in Providence, why so much controversy?” They are not asking about the people of Providence, or the geography, they are talking about City government. There is much mistrust of City government.

The answer is not, “this is just an isolated incident” nothing here to see or do. The answer is not business as usual, doing nothing and hoping it will go away. There is too much disconnect. The citizens of Providence expect action. We as elected officials have an obligation to address the problems. Important city issues are not recognized as necessary for public input; this needs to change. This is about the council taking action to:

- Earn the public’s trust
- Change public opinion
- Take leadership and not kicking the can down the road, or endless discussions that go nowhere.
- Involve Providence citizens by doing more than just the minimum required by law, or “by the book.”
- Step up and take leadership and challenging the status quo
- Refuse to accepting as always adequate, “We followed the policy, or the ordinances”
- Assert itself, be proactive, push back and be involved
- Insist on governing in a collaborative, connected effort, not just a voting the agenda

We urge the council to put our recommendations to a public council vote in open session. Then each council member can go on record as either agreeing or opposing our recommendations and citizens of Providence can judge accordingly.

To the Citizens of Providence

All citizens have a God given right, and obligation to be an influence for, and actively involved in, promoting sound government. We recommend Providence citizens:

- Challenge the council and the mayor; insist on getting honest and complete answers
- Don’t be content with counting on your neighbor speaking out, step up and be involved
- Insist on public meetings to inform the public and solicit citizen input on important issues
- Get involved in public events and promoting the City and contribute your time

Speak to your elected officials and insist they act. Don’t allow this to be swept under the rug.

Administrative Review Committee Member Biographies

John Drew – Current City Council Member

John holds a Masters of Business Administration from the University of Southern California and received his Bachelor of Science degree in accounting from California State University, Northridge. He is a Certified Public Accountant, (California), and has completed the Executive “Leadership at the Peak” Program at the Center for Creative Leadership. He has authored over a dozen published articles on accounting and internal controls.

Currently manages John Drew & Company, providing consulting services to diverse, large clients. Previously, John served as the Executive Vice President, Chief Operating Officer for the Commercial Division of Profit Recovery Group (PRG), formerly Loder Drew & Associates (LDA). Before this, John was Chief Financial Officer for Hydromill Company, a manufacturer of aerospace products. He has held positions as Finance Manager, Carrier Corporation, Corporate Controller, Davis Walker Corporation, Senior Manager, Gilbert Vasquez & Company, CPAs and Seidman & Seidman, CPAs and senior internal audit positions with Ducommun, Inc. and Aramark. He has served two years on the Providence City Council.

Ralph Call - Former City Council Member

Engineering degree from Utah State University, Master of Business Administration degree from Wichita State University. 45 years of management experience, including President of Coleman Lantern and Stove Company, Wichita, Kansas, President of Coleman Powermate, Kearney, Nebraska, Chairman/President CEO of Dyna Technology, Winco Inc., Winpower Inc. and Pioneer Builders Co Inc., LeCenter, Minnesota.

Past service on Mankato, Minnesota District 77 public school board, four years Providence City council. Member of the board of directors of both state chambers of commerce in Kansas and Minnesota. Leadership positions in his church.

John Russell – Former City Council Member

Bachelor's degree in Accounting and Management from Park College, Tucson Arizona. Thirty years' experience in the financial services industry, including 3 years as President/CEO at Southeastern Arizona Federal Credit Union, Douglas, AZ, 3 years as President/CEO at Coconino Federal Credit Union, Flagstaff, AZ, and 10 years as Chief Financial Officer at USU Charter Credit Union, Logan, UT. Currently serves as a commercial loan officer with USU Credit Union, Logan, UT.

Past service includes eight years Providence City Council, past member of the Providence City Planning and Zoning Board, Board member of Junior Achievement, Northern Arizona Chapter, American Red Cross, Drive Coordinator, Tucson, AZ and member of the Arizona Credit Union League Services Board, Phoenix, AZ. Has also held several church leadership positions.

Steve Garside, Legal Counsel for Committee – Layton Deputy City Attorney

Steve graduated from Weber State University with a B.A. and then received his law degree from Oklahoma City University. He worked for the Oklahoma City Attorney's Office from 1982 to 1986, then was hired by Layton City. In working for these cities, he has always had multiple assignments - from

prosecution to advising the city council, planning commission, board of adjustment, and other boards and commissions. Steve has been sought out to perform investigations for other cities, and has also provided guidance for them as they conducted their own. He has assisted other jurisdictions when they have wanted to avoid apparent conflicts of interest. This has included felony and misdemeanor prosecution, as well as being counsel for a city's board or commission while the city's attorney represented the interests of the city. In all of these situations he maintained a low profile, avoiding publicity, even when the matter was of public concern.

One philosophy in his practice of law is that of the practice of preventative law. For each of Layton City's departments, he provides at least annual training involving conflicts, ethics, discrimination (with an emphasis on sexual harassment), and other areas of concern either by assignment or by recognition of repeated conduct or developing trends. He performs this training for other entities on request.

Steve currently sits on several boards and legislative advisory committees. He is on Utah Prosecution Council, and is the chair of that Council as well as the chair of its training committee. He is on the Statewide Association of Public Attorneys and two of its legislative advisory committees; the Utah State Youth Court Board; and the public safety legislative advisory committee for the Utah League of Cities and Towns.

He is licensed to practice in Utah, Oklahoma, and Colorado.

Executive Summary - Providence City

FINAL VERSION

Assignment #1 – Analyze the structure of the City to determine if the reporting structure and job functions are efficient and consistent with other similar sized Cities.

Summary:

There were 4 other similar sized cities I examined. Unfortunately each city is run so differently and has different budgets and responsibilities that it was difficult to determine a “best” practice. In my opinion and based on 30 years of experience looking at and working for various organizations, the City of Providence has managed to find a structure that, with a few exceptions, runs efficiently.

Assignment #2 – Review the City’s Handbook and make recommendations.

Summary:

I have reviewed the handbook and made recommendations on some of the content and some minor corrections to spelling, grammar, etc.

I reviewed the minor changes with Skarlet and she will be presenting the draft version to the council to discuss the more substantive changes. “Red Line” version will be attached to the email that I send to the Mayor.

Assignment #3 – Conduct a 360 degree survey with the leaders as the subjects. The object was to assess the competency and leadership skills of the various Managers and provide constructive feedback to them. The Spreadsheets I used to collect the data will be attached to the email I send to the Mayor.

Summary:

This was, by far, the most time-consuming part of the project, but well worth the effort. The surveys were conducted at the Old Rock Church to create as neutral a location as possible. Each person was forthcoming and, I believe, shared with me their true impressions. See my impressions on each department below:

The Public Works department seems to be managed and manned by competent and skilled workers. I thoroughly enjoyed talking with each of the employees. They genuinely love their jobs and want only what is best for the City. They like and respect Rob, even those who are his senior. They believe him to

be knowledgeable and a hard worker. It is obvious that he is not afraid to roll up his sleeves and jump in the trench if necessary.

Resourced Properly:

Several of those surveyed indicated that they are understaffed in certain areas. Particularly in "Streets" and "Water and Sewer". As the City has grown, the headcount has decreased in those area and places the employees under a great deal of stress. With new regulations and ordinances related to flood water, the workload and paperwork have increased to the point where I believe the City should look at adding headcount in this department. The risk of not staffing the department properly could result in fines and penalties. Another example is in the area of SDS (Safety Data Sheets). New Federal regulations require that these be updated and reformatted. According to one employee, this process is at risk of not being completed on time.

Structure:

I had one concern about the reporting structure. Apparently the "Parks" department reports to the City Administrator. My gut reaction was that it would make more sense to have Parks report into the Public Works Director in order to share resources and equipment and free up some of the City Administrator's time.

Room for Improvement:

The Public Works Department sometimes feels a little "left out" because of the distance between the buildings. I recommended to both Skarlet and the Mayor that they pop in from time to time to say hello. They both agreed whole-heartedly.

Rob tends to do things himself a lot and sometimes forgets to delegate. He is the acting Director and needs to focus on the bigger picture. Getting in the trench is a good work ethic, but other departments or workers may need his direction also. It's hard to do that when you are in the trench. I shared this with Rob and he acknowledged that he could do a better job of delegating.

City Treasurer. Beth is well-liked and respected by those with whom she works. She has a tough job managing the large number of part-time Crossing Guards. Beth has to walk a fine line between following Statutes and Ordinances while still allowing the Guards to be friendly and efficient.

Resourced Properly:

Beth seems to be managing her department without the need to add more headcount. Her work area is crowded, however, and she indicated that she could use more filing cabinets.

Structure:

Having the City Treasurer report to the City Administrator seems to be working well and is consistent with other Cities.

Having the Crossing Guards report to the City Treasurer is as good a place as any for them to report.

Room for Improvement:

A few of the Crossing Guards expressed their desire that Beth be more approachable with them. They understand that she is extremely busy, but they would like her undivided attention when they meet with her. I shared this with Beth and she immediately understood what I meant and made a commitment to do better.

City Administrator. Skarlet's people respect her for her knowledge of the City and the various laws and ordinances that it must follow. One of her employees said that "she didn't know how the City would get along without her". Skarlet has been with the City for a long time and over those years, she has learned the various roles and rules that it takes to manage a City.

Resourced Properly:

Everyone I spoke to, including Skarlet, indicated that the City Administrator's job is more than full-time. Given the budgetary constraints, I don't know if the City could hire an assistant for Skarlet, so the City may have to get creative in order to free up some of her time.

Structure:

The City Administrator is the right hand to the Mayor, so there is no other way for this position to report other than directly to the Mayor. This is also consistent with other Cities.

Room for Improvement:

Skarlet agrees that sometimes she can be a little "standoffish" and committed to be more open with her employees by sharing appropriate information with them (to the extent she can) on a more frequent basis.

Skarlet, like Rob, likes to get in the "trenches" and do a lot of the work herself. She is aware that she needs to delegate more so that she can manage the Department rather than performing the task herself.

If Skarlet would transfer the Parks Dept. under the Public Works Director, that might also free up some of her time.

Mayor. Mayor Calderwood is a bright, articulate man with years of business experience. He prides himself on being honest and ethical. He also uses his background in business and his expertise in the field of "Human Engineering" to help him interact his employees, the City Council, vendors, contractors and the citizens of Providence in a positive way.

He has a difficult job of trying to bring disparate ideas and opinions together to reach consensus, or at least a level of tacit cooperation in the various groups with whom he works.

I believe the Mayor to be genuinely concerned for his employees and the citizens of the city. Conflict, within reason, is a good thing in any organization and there are differing opinions that are, and should be expressed before and during Council meetings, for example.

The Mayor is comfortable expressing his opinions, and he seems open to the opinions of others. As Mayor, his job is to express his opinion, listen to the opinions of citizens and Council members, then put the motion to a vote and act on the Council's decision.

The one concern I have is that many of the opinions of Council members on very sensitive matters are expressed outside of Council Chambers or in Executive Session and there seems to be some animus directed toward certain members of the City staff that almost rises to the level of harassment.

All authority to make personnel decisions has been relegated to the Mayor. Until or unless the Council changes that authority, it must respect and abide by the personnel decisions of the Mayor.

The Mayor must conduct himself and manage the conduct of his staff in accordance with established Federal and State law as well as the policies as set forth in the City's Employee Handbook.

Employee Handbooks can and should be modified from time to time in order to address missing or misunderstood policies and practices, but this document is the safest and most legal way for any City Manager to govern and/or discipline the behavior of its employees without running afoul of the law.

Resourced Properly/Structure

The Mayor/City Council structure seems to work well for Providence.

Room for Improvement

The Mayor recognizes that he is dealing with diverse personalities both on the Council and in the office. I shared with him that his people need to see him a little more often, especially over at the Public Works shop. He readily admitted that he could and would do a better job of "managing by walking around".